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Fall 2015

MANG 4446

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University of New Orleans

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COURSE SYLLABUS: FALL 2015

MANG 4446.001: International Management
Department of Management and Marketing
College of Business Administration, University of New Orleans

Instructor	Don Zimmerman
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Class Meetings	Tuesday and Thursday: 2:00 – 3:15
Location	KH 209
Office Hours	Tuesday 11:00-12:00, 3:30 – 4:30/Wednesday: 10:00 - 11:00, 1:30 – 2:30/Thursday 11:00 – 12:00 and by appointment (set-up your appointment via email)

I. University Course Catalog Description

MANG 4446: Prerequisite: MANG 3401. May not receive credit for both MANG 4446 and MANG 5446. Primary attention of this course will be focused on the comparative study of the practice of management in selected countries under different environmental conditions. The economic, legal, political, social, and cultural differences and the effects of these differences upon business objectives, plans, organization, and operation will be examined.

II. Course Objectives: Student Learning Outcomes

The objectives of this course are to help you learn and understand the technical principles and terms related to each area of the international management environments of business we study and to be able to apply them to specific situations, thus enhancing critical thinking abilities.

- By the end of this course, you should understand how international managerial frameworks on ethics, motivation, leadership and strategy, *inter alia* (*among other things*), can help you determine what the managerially sound and morally right answer to an international business dilemma is with regard to the specific topics we discuss as well as with any internationally-related problem you might encounter.

- This class is attempting to give you the tools you can use to build ethical standards and make ethical decisions that are morally defensible, particularly as they relate to doing international business.
- You should also have a better understanding of how domestic and global business units relate to each other and how domestic and global business and society are interrelated.
- Finally, a critical mass of basic understanding of international managerial principles should enable the student to use knowledge in one area of the domestic or global environment to understand other, related areas.

III. Course Prerequisites

Junior standing is required for you to obtain credit for this course. This implies that you should understand principles related to higher level economics, communications, political and legal environments, strategic management, organizational behavior, etc., sufficiently to apply that knowledge to better understanding the topics covered.

IV. Course Credits

This is a three-hour credit course.

V. Course Overview

This course is designed to help you learn about the international business environment. In it, we review basic definitions related to international business, as well as reviewing a number of theories on various elements of international organizational behavior and international strategy. We examine the practical application of these theories via the development of an international business plan to bring a product or service into another country. Information on this project is presented in the Appendix to this syllabus.

Beyond simple attendance, each student is expected to be an active participant in class and with their Team. If you are feeling any barriers to being a strong contributor or if your Team is having difficulties in working together, you should see the Professor immediately for assistance.

The first set of materials covered in class is a review of information very basic to the concepts of international business: some of the building blocks of international management. It covers the environment of international management/business, international business ethics and law and begins the review of international culture.

The second set of materials is more closely related to management itself, rather than the more “macro-environment” material. In this section of the course, we explore managerial approaches as they relate to culture and to conflict management, motivation in the international sphere and international leadership theories. We also examine how communication can be a positive tool or a problem, not only in general management situations, but also in international negotiations.

The third set of materials reviews the field of international strategy and requires close analysis of current opportunities and threats within a global and international context and then uses that framework for a discussion of specific product/services market strategies and business structures.

The fourth and final section of this course brings it all together with a discussion about integrated business models and strategies within a dynamic context of macro changes affecting people around the world.

VI. Required Texts and Materials

The text highly recommended for this course is the Powerpoint Booklet MANG 4446 prepared by Dr. Dinah Payne of the Management and Marketing Department of the University of New Orleans. It is available in the bookstore and MAY BE available from her former students from prior semesters. It would benefit you greatly to read whichever text materials you chose BEFORE class: it aids significantly in understanding and retention of materials to be familiar with the material before the lectures. It has been found that students who not only read the information before class, but that those who “manipulate” their notes immediately after class retain the information much better than those who do not.

Links to additional material will be provided to you by the Professor.

VII. Grades

1. Exams (100 points): There will be a midterm and a final exam for this course. Make sure you put all possessions at the side of the room, including phones that have been turned off, for the tests.

2. Final Report (300 points): There will also be a research paper required of each group. The class will be divided into groups of three or four. Each group is responsible for writing a research paper. This paper is to be the review and plan of action for an international management enterprise in the introduction of a new service or product into a foreign nation. Please see the Appendix for specific instructions regarding this research project.

KEY INFORMATION ABOUT THE FINAL REPORT: The goal is to have each Team earn an A on the Final Report. In order to make this possible, there will be a series of sequential deliverables to the project that are due at different times in the course. That is, the first section of the report will be due first, and then the second section will be due, etc. Each new deliverable will be added on to the prior one so that the Final Report is automatically completed over the semester.

Each of these deliverables will be submitted and reviewed by the Professor. If there is an opportunity for improvement, specific recommendations will be made for changes. The Team can then make these changes and resubmit that deliverable along with the next Deliverable that is due. **ALL CHANGES TO THE ORIGINAL MUST BE ADDED THROUGH THE TRACK CHANGES FUNCTION IN WORD.** Be sure to use a different color of font for the changes. If the changes are made per the Professor’s recommendation,

then the revised Deliverable will count toward full points on the Final Submission. If additional changes are needed, then further recommendations will be made for the next submission. **ALL ADDITIONAL CHANGES MUST BE MADE THROUGH THE TRACK CHANGES FUNCTION IN WORD USING A DIFFERENT COLOR FONT THAN USED BEFORE.** If the changes are made per the Professor's recommendation, then that revised Deliverable will count toward full points on the Final Report.

3. Presentation (50 points): Each Team will make a presentation of their Final reports in class. The outline for this presentation will be provided in class by the Professor. Each Team member must participate.

4. Participation (50 points): Beyond simple attendance, each student is expected to be an active participant in class and with their Team. If you are feeling any barriers to being a strong contributor or if your Team is having difficulties in working together, you should see the Professor immediately for assistance.

Assessment Tool	Points
Mid-term	50
Final Exam	50
Project	300
Presentation	50
Participation	50
	500

Grading Scale Based on Points	
450 - 500	A
400 - 449	B
350 - 399	C
300 - 349	D
0 - 299	F

VIII. Grade Dissemination

Graded tests will be reviewed individually only by request. You can access your scores at any time using Moodle; these grades will be posted as soon as possible after the tests have been turned in and graded. Please allow a couple of days for this process to be complete for each test.

Please note that scores returned mid-semester are unofficial grades.

IX. Course Policies: Grades

Grades of "Incomplete": The current university policy concerning incomplete grades will be followed in this course. Incomplete grades are given only in situations where unexpected emergencies prevent a student from completing the course and the remaining work can be completed the next semester. I am the final authority on whether you qualify for an incomplete. Incomplete work must be finished by the end of the first three weeks of the subsequent semester or the "I" will automatically be recorded as an "F" on your transcript, until the course requirements have been completed; this may have an adverse effect on your financial aid and/or GPA for other purposes: please consult your advisor to determine what effect this might have on your academic career before thinking this might be a potential solution to your difficulties.

There is no form of extra credit available.

X. Course Policies: Technology and Media

Email: Email is the best way to contact me; the information is listed in the contact information above. I will try my best to respond within a day or two of getting your email; if I do not, it is probably because I have missed it somehow: bear with me and resend the email. Be aware that **I will simply not answer emails that do not have a proper salutation and closing or emails with poor grammar, punctuation, etc.**

Laptop Usage: Feel free to use laptops at any time during class. Please only use laptops or any electronic device for classroom purposes. If I feel that you are using your electronic devices for some other purpose I will either ask you to put it away or ask you to leave until you are ready to engage in the class.

Classroom Devices: You may use tape recorders during the lectures. You may not use any electronic device during tests; you may not use a dictionary during exams. Absences will also be counted for students who use cell phones or any other non-approved electronic device in class when my assessment is that the student is not paying attention to the lecture.

XII. Course Policies: Student Support Services and Student Expectations

Student Support Services: Moodle, referenced earlier, is a great tool for you: you can check the syllabus at any time and check for grades when the results have been posted. The syllabus itself is full of useful information, so do be sure that you are familiar with this "support." Other sources of good help and information are the UNO Help Desk for computer issues (Team Phone: +1 (504) 280-4357 Team E-mail: HelpDesk@uno.edu), the Library, the University Catalogue and the Learning Center.

The University of New Orleans also utilizes an academic early alert system called UNO Cares; it is available to your professors and staff and is a mechanism whereby faculty and staff can express

concern about your welfare. Thus, if you have missed too many classes or are performing at a poor academic level, I will make use of this system to alert the appropriate counselors that you may be experiencing a problem of some sort; this is not aimed at insulting you or treating you like a child, or even just pushing my way into your business, but rather a way to let the right people know that you may be struggling and need some help.

Veterans: If you are a veteran of our military services or actively engaged in such service and you would feel comfortable letting me know, do let me know. The service you render your country is invaluable in so many ways and the very least I can do is to say thank you; otherwise, it is good for me to know if your orders may cause an attendance issue or if there is any way I can help you get something done on campus with regard to your veteran's status.

Student Athletes: If you are a student athlete, you must identify yourself to me. I will require you to work with me to make this the best educational experience you can have. In the event that you will be traveling to pursue your athletic obligations, student-athletes should submit a travel letter issued from the Department of Athletics during the first two weeks of class. You represent UNO as well as yourself and I want you to make both of us look great through the best academic and athletic performance possible.

Disability Access: It is University policy to provide, on a flexible and individualized basis, reasonable accommodations to students who have disabilities that may affect their ability to participate in course activities or to meet course requirements. Students with disabilities should/are encouraged to contact their instructors and/or the Office of Disability Services to discuss their individual needs for accommodations. Information on this issue can be found at <http://www.uno.edu/search/index.aspx?Search=Office+of+Disabled+Students>.

Attendance Policy: Participation is vital to the success of this course, thus attendance is important. For every absence OR tardy appearance above three, the final grade will be lowered by 25 points: please note that if you take a couple of weeks off at the beginning of the semester to do something like go on a trip and later in the semester, you get sick and need another couple of days off; you are stuck, as you already used up your "freebies."

Additionally, leaving class intermittently or early is unacceptable and falls into the same category as being late or absent. Absences will also be counted for students who use cell phones or any other non-approved electronic device in class. The procedure for establishing timeliness in coming to class is that the last two rows closest to the door of the classroom are reserved for those coming in late; if you are on time, do NOT sit in those two rows. It is YOUR responsibility to be in class and on time. If you believe any error has occurred on the sign-in sheet, it is again YOUR responsibility to notify me so that, IF a mistake has been made, I can fix it immediately.

Further, if you leave class after signing in, I will assess a severe penalty: I regard this as a form of academic dishonesty and will not allow it to go unpunished.

Professionalism Policy: Per university policy and classroom etiquette, mobile phones, iPods, etc. **must be silenced** during all lectures. Those not heeding this rule will be asked to leave the classroom immediately so as to not disrupt the learning environment. If you feel that you need to have your phone on during the lecture ONLY FOR EMERGENCY PURPOSES, please let me know ahead of time that your phone might go off: of course, sometimes emergencies happen and we need to have access to our phones, but courtesy demands that you let me know and keep such disruptions to an absolute minimum.

Please arrive on time for all class meetings. Students who habitually disturb the class by talking, arriving late, sleeping during the lecture etc., and have been warned will suffer a reduction in their final class grade and/or other penalties consistent with such disruptive behavior.

Academic Conduct Policy: Academic dishonesty in any form will not be tolerated; this includes, *inter alia*, cheating on tests or signing in for someone else/allowing someone to sign in for you. If you are uncertain as to what constitutes academic dishonesty, please consult the Office of Student Affairs website (<http://www.uno.edu/studentaffairs/> or <http://www.uno.edu/studentaffairs/accountability.aspx>), for information regarding the student judicial code and other helpful information. As in all University courses, the UNO Student Judicial Code will be applied. Violations of these rules will result in accordance with the most severe penalty I can request under the Code.

As the University Policy says: “Academic integrity is fundamental to the process of learning and evaluating academic performance. Academic dishonesty includes, but is not limited to, the following: cheating, plagiarism, tampering with academic records and examinations, falsifying identity, and being an accessory to acts of academic dishonesty. Refer to the Student Code of Conduct for further information.”

XIII. Important Dates to Remember

- August 25 - Last date of schedule adjustment period. Final date to drop course(s) and receive 100% refund.
- September 8 - Final date to drop course(s) or resign and not have course(s) recorded.
- September 25- Deadline to file an Application for Degree for December Commencement.
- October 14 - Final date for dropping courses or resigning from the University. Final date to drop course(s) or resign from the University.
- October 15-16 - Mid-semester break.
- November 26-27 - Thanksgiving Holidays.

Religious Observances: Students are expected to notify me in advance if they intend to miss class to observe a holy day of their religious faith.

XIV. Tentative Schedule: All the dates and assignments are tentative, and can be changed at the discretion of the professor.

Week	Date	Topics to be Discussed in Class
1	8/20	Introductions and Syllabus review
2	8/25	Chapter 1: Introduction to International Business
	8/27	Introduction to International Business
3	9/1	Chapter 2: Domestic and Global Environments of Business
	9/3	Domestic and Global Environments of Business
4	9/8	Chapter 3: International Business Ethics
	9/10	Chapter 4: International Business Law
5	9/15	Chapter 5: International Cultures (Deliverable 1 Due: Introduction)
	9/17	International Cultures
6	9/22	Chapter 6: International Conflict Management
	9/24	International Conflict Management
7	9/29	Chapter 7: International Communication
	10/1	Preparation for Mid-Term Exam
8	10/6	Mid-Term
	10/8	Chapter 8: International Motivation
9	10/13	Chapter 9: International Leadership
	10/15	Mid semester break
10	10/20	Chapter 10: International Negotiation
	10/22	Chapter 11: International Human Resource Management (Deliverable 2 Due: Behavioral Analysis)
11	10/27	Chapter 12: International Strategy
	10/29	International Strategy
12	11/03	International Strategy
	11/05	International Strategy

13	11/10	Chapter 13: international Product/Service, Placement, Pricing, and Promotion Strategies (Deliverable 3 Due: Strategic Market Analysis)
	11/12	Chapter 14: Structures of International Business
14	11/17	Integrated Business Planning
	11/19	Integrated Business Planning (Deliverable 4 Due: Product/Service Analysis/Business Structure)
15	11/24	Review of Final Papers and Preparation for Final Exam
	11/26	Thanksgiving
16	12/01	Presentations
	12/04	Presentations (Final Reports Due)
17	Week 12/07	Final Exam (Date and time TBA)

APPENDIX: INSTRUCTIONS FOR THE FINAL REPORT

This is the outline for the Team's Final Project. Additional direction will be provided in class.

- **Style Requirements:** From the moment you hand in your first draft, the paper is to be **typed, double-spaced, using Times New Roman, size 12 font**. It is **not to follow outline format but rather should be in essay style**. Paragraphs should begin with an indentation and there should be no spaces between paragraphs: **excess white space is not acceptable**.
 - Generally, **paragraphs should be no fewer than three sentences long**, as a paragraph represents a set of connected thoughts. Sometimes, the connection is that there is no connection, but you don't have enough information to make a three sentence long paragraph on each thought; those rather unrelated thoughts can then be grouped together in a common paragraph indicating in some way that this is what you have done.
 - All work submitted should be **paginated** (add page numbers: lower left, plain).
 - The project should have a **title page, with a title of the project, an indication of group member/authors and the date for the final draft**. If the group feels that all members contributed fairly equally, it is acceptable to have all those names in the footer, with the page number; **if the group or I feel like any member of the group did not contribute his fair share, I will require each group member to put his name on each page he was responsible for**.

- This is a formal document: **you should avoid the use of first and second person (I, our, you, your, we, etc.).** You should also pretend that you are submitting to someone you don't know and who knows nothing about you: I will be **grading on grammar and syntax** and want you to do a very professional, careful job with your writing style.
- **Numbers of less than 10 should be written out as words, while numbers of 10 or greater can be represented by the number itself** rather than the word of the number.
- Charts, tables, graphs, maps and pictures can all be very useful/helpful tools, not only in providing lots of good information, but also as a way to “market” your paper, to make the reader really understand (for example, how far it is to your country of choice would be great for a map) or to get excited about what you are planning to do. When you use these kinds of things, work with them to make sure that they are not too big, used too often or take up too much space. The “wrap-around” function is a great tool for these visual aids.
- *I would be happy to proof these papers at any time.* As this is a RESEARCH paper, I expect **ALL information that is NOT common knowledge or that relates to ANY statistic to be clearly cited.** Failure to properly cite the correct source of information will result not only in a very bad grade, but also serious academic dishonesty consequences. If you let me help you by proofing the papers, most, if not all, of these potential problems can be avoided. If you DON'T let me help you, your grade is your problem if there is any type of plagiarism.
- The substance of the paper should follow the following guidelines.
 - Use your **powerpoint slide book almost as a checklist for what you should include.** For example, in doing your SWOT analysis, look at the information in the chapter on international strategy to see if you have really thought of everything you need to. Also, in case I myself did not think of everything I needed to!!, think outside the box and use your own professional experiences to be as comprehensive in your analysis as you can be!
 - You are welcome and, in fact, encouraged to **seek out a company you yourself would like to know more about or work for;** you may **NOT choose a country you have lived in** as your country.
 - You are also welcome and encouraged to use a company about which you can find information: a **publicly held company is great because you know you can find out lots about it online.**
 - You may **NOT use only one source** (i.e., Wikipedia or the CIA FactBook); this is a research paper and I would expect there to be a large number of diverse sources.

FINAL REPORT CONTENT (Additional information will be provided in class)

DELIVERABLE 1: Introduction

DUE: September 15

Prepare an introduction to your company and country for entry. This section should be 5-7 pages long and include the following sections:

1. Overview
2. Define the product or service to be introduced; introduce the company.
3. Provide a brief explanation for the reasons of your choice of product/service and country; this section should be heavily country-information oriented.
4. A persuasive case for why your idea of a product/service combined with your choice of country is the greatest idea since sliced bread

DELIVERABLE 2: Behavioral Analysis

DUE: October 22

Prepare a behavioral analysis in support of the product or service your Team proposes to introduce into your selected country. First explain the theory (use your PPT text book to describe the theory [make sure you cite to it and then explain how you will adapt to the host country. This section should be between 30 and 40 pages long and include the following sections:

1. Culture's impact on international management (Ch. 5 provides the theory foundation)
 - a. Describe strategies for managing cultural diversity
 - b. Multicultural team descriptions and choice
 - c. Description of culture: include all cultural characteristics in theory and application
 - d. Provide information on country relevant cultural etiquette
2. Provide descriptions of conflict management principles, approaches to conflict management, etc. (see Chapter 6 for theory)
3. Development of Communications to Overcome Cross-Cultural Barriers (Ch. 7)
4. Appropriateness of Management Style: including Motivation and Leadership Styles (use all relevant information in Chs. 8 and 9)
5. Negotiating Globally (Ch. 10)
6. Human Resource Management issues (Ch. 11)

DELIVERABLE 3: International Strategic Management Analysis

DUE: November 11

Prepare a strategic analysis in support of your product or services. This section should be between 5 and 10 pages in length and include the following sections:

1. Definition of the mission and vision of your firm
2. Identification and evaluation of opportunities and threats

3. Identification and evaluation of strengths and weaknesses
4. Formulation of global strategies, both strategic and tactical and

DELIVERABLE 4: Product/Service Analysis/Business Structure

DUE: November 19

Prepare an analysis of product/service, placement, pricing and promotion strategies and the corporate structure (with rationale. This section should be between 5 and 10 pages. This section should be 7 to 10 pages in length. Further details will be provided in class.

FINAL REPORT (with Conclusion)

DUE: December 04

Be sure to prepare a conclusion to your Final Report that includes why your Team selected the country and product or service it did and the primary findings for each of the prior sections. This section should be 5- 7 pages in length.